



PG-614

II Semester M.B.A. (DAY) (CBCS) Examination, July - 2019

MANAGEMENT

12208

2.7 : Innovation Management

Time : 3 Hours

Max. Marks : 70

SECTION - A

Answer **any five** of the following questions. Each question carries **five** marks.

5x5=25

1. Define Product innovation and Process innovation.
2. Write Essential ingredients of innovation.
3. Describe the importance of Intellectual Property Rights (IPR).
4. Explain new Service Development Process.
5. Write the meaning and characteristics of product.
6. Explain Service Innovation and its characteristics.
7. Write a note on Innovation mindset and its essentials.

SECTION - B

Answer **any three** questions. Each question carries **ten** marks.

3x10=30

8. Explain in detail out of box approach in innovation.
9. Briefly describe the strategic considerations on product innovations and different process in new product developments.
10. Write different innovation sources and emphasise on Technology Push Approaches and Market - Pull Approach.
11. Discuss the strategic considerations for innovation management. Illustrate your answer with suitable examples.

P.T.O.

**SECTION - C****Case Study (Compulsory) :****1x15=15**

12. A service station in Bangalore used to give customer-friendly services to its users. They further gave services like washing car windows, checking pressure in the tyres and checking the oil etc. Other service stations nearby incorporated services like : popular fast food restaurants, credit card facility, selling of car accessories and some facilities customers like so much. This way they have captured 30% of the customers of other service station noted above.

Questions :

1. Being an innovation expert, what changes you would suggest to compete with other service stations ?
2. Bringing back the customers already left is a challenge to you; how innovative will you be to do so.

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Q.P. Code : 61317

Second Semester (DAY) M.B.A. Degree Examination, July 2019

(CBCS - 2014 Scheme)

Management

Paper 2.7 - INNOVATION MANAGEMENT

Time : 3 Hours]

[Max. Marks : 70

SECTION - A

Answer any **FIVE** questions. Each question carries **5** marks : (5 × 5 = 25)

1. Bring out the differences between Gandhian innovation and Jugaad innovation.
2. Explain the barriers to innovation and suggest ways to overcome them.
3. Write a short note on "Brainstorming" and its relevance in innovation management.
4. Discuss the role of intellectual property rights in innovation management.
5. Distinguish between Push and Pull approaches to innovation management. Give examples to support your answer.
6. What is service innovation? Give few examples of service innovations in the Indian business landscape.
7. Discuss the relevance of "innovation portfolio management" for business.

SECTION - B

Answer any **THREE** questions. Each question carries **10** marks : (3 × 10 = 30)

8. Explain the typology of innovations. Illustrate your answer with examples.
9. Why is post implementation review of innovation projects essential?
10. Explain the soft methods and techniques of innovation management.
11. Innovation management has to be an integral part of an organization's strategy. Explain this statement with suitable examples.

12. Case Study (**Compulsory**) :

(1 × 15 = 15)

The story of Post-it Notes is one of the most successful failure stories of the 20th century. Dr. Geoff Nicholson worked at 3M Corporation from 1963 to 2001, retired as Vice President of International Technical Operations and remains a 3M Ambassador for Innovation. In 1968, a 3M chemist named Spencer Silver was trying to create a better adhesive. But instead, Silver accidentally discovered a weak adhesive, which would stick to a surface but could be peeled off easily. For five years, Silver tried to find a way to use this new glue – an invention which 3M has described as 'a solution without a problem' – but to no avail.

In 1974 Art Fry, one of Silver's colleagues, came up with the idea of using the adhesive for a sticky bookmark. He made the first Post-it note, which he found could stick onto his hymnbook and be removed without damaging the paper. But while Fry and some of his colleagues saw the potential for such an invention, the Post-it note was met with skepticism by upper management. "We have a saying at 3M", Dr. Nicholson said. "Every great new product is killed at least three times by managers".

To prove that the Post-it notes had legs, Dr. Nicholson and Joe Ramey went to Richmond, Virginia, to conduct their own market research, by giving away free samples and demonstrations. The product was a hit, and after one more real-world market test, 3M finally decided to launch Post-it notes as a product. In 1980, Post-it notes launched in the United States, and one year later it received a Golden Step award, which 3M gives to any product with more than two million dollars in revenue. In 1998, a 3M spokesman said that worldwide sales of Post-it notes and related products were worth around one billion dollars a year.

Dr. Nicholson explained his belief in the Post-it note despite the many obstacles stacked against its failure. "It was because of the real-world feedback. The first customers were the 3M employees in the lab, and the reality was that we couldn't keep up with their demand..... In areas of innovation, you have these accidents. "Dr. Nicholson says that he still feels pleased whenever he sees Post-it notes in use. When asked for advice about making innovation real, he replied: "Research is the transformation of money into knowledge. Innovation is the transformation of knowledge into money. Creativity is thinking but innovation is doing, if you have an idea you should have the passion to do something about it".

Questions :

- (a) Research is the transformation of money into knowledge. Innovation is the transformation of knowledge into money. Discuss this statement.
- (b) What were the obstacles faced by the Post-it notes team? How did they overcome these obstacles?
- (c) Discuss the main organisational characteristics that facilitate the innovation process. Does 3M meet these criteria?